RCMP

ROYAL CANADIAN MOUNTED POLICE

"K" DIVISION

2003

YEAR IN REVIEW

Royal Canadian Mounted Police / Gendarmerie royale du Canada

Canada

Our Mission and Vision

Alberta
SOLICITOR GENERAL

Our mission is to serve Albertans by ensuring safe and secure communities through effective policing, security and correctional services and when crime is committed to assist victims of crime.

Our Vision is to:

Ensure Albertans have safe and secure communities in which to live, work and raise their families.

The Royal Canadian Mounted Police is Canada's National Police Service. Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law and provide quality service in partnership with our communities

The Royal Canadian Mounted Police will:

- *Be a progressive, proactive and innovative organization*
- *Provide the highest quality service through dynamic leadership, education and technology in partnership with the diverse communities we serve*
- *Be accountable and efficient through shared decision-making*
- *Ensure a healthy work environment that encourages team building, open communication and mutual respect*
- *Promote safe communities*
- *Demonstrate leadership in the pursuit of excellence*

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Commissioner's Message

Commissioner
Giuliano Zaccardelli

" Only by working together - and working 'smarter' - can we build the foundation and reap the benefits of real integration."

The Royal Canadian Mounted Police has a proud history of providing exemplary policing services throughout Canada for more than 130 years. As we embark on the twenty-first century, our commitment to ensuring 'Safe Homes and Safe Communities" for all Canadians is as strong as ever.

The challenges, however, the RCMP faces today are considerable and considerably different than what the North West Mounted Police faced as they journeyed West in 1873.

The pace and scope of our working environment has transformed around us. We are challenged by criminals using sophisticated technological advancements to commit serious crimes, terrorists who transcend borders, organized crime, and globalization.

In this vein, "K" Division is not only fulfilling its mandate, it is building on a strong legacy by supporting the new strategic direction for the Force - one which encourages active integration with the broader police and law enforcement community for a better future.

This means a new management approach by concentrating on intelligence-led policing, building bridges with the communities we serve, being accountable for our decisions and actions, and reflecting the core values of Canadian society.

It means living the vision of "*integrated policing*" by reaching out and working with our partners at home and around the world to deal with the issues that threaten the safety and security of our citizens. It means partnering and collaborating with other law enforcement organizations to more effectively address the root causes of criminality. Fighting crime today means law enforcement organizations must work together domestically and globally. "K" Division is doing that and more.

Close to "K" Division, RCMP employees throughout the province of Alberta are committed to enforcing federal statutes, curbing organized crime, contributing to national security, ensuring the safety of state officials, investigating matters of national and international scope and providing vital operational support services to other police and law enforcement agencies.

I congratulate "K" Division on making important strides during the past year and I invite you to read more about the activities in this report.

I also thank each and every member of our workforce for their dedication to the safety and security of citizens in the province of Alberta, across Canada, and around the world.

D/Commissioner's Message

In the past year, "K" Division has confronted the challenges and complexities of policing in Alberta on a number of fronts, contributing positively to the safety and security of people in this province.

"K" Division Detachments took the community policing concept to a new level by collaborating with communities to develop business plans reflecting local policing priorities. This process leads to community involvement and ownership of initiatives with a particular focus on youth, domestic violence and traffic services - efforts that have a significant impact on public safety in Alberta.

Through partnerships with the provincial government and Alberta's police and law enforcement agencies, "K" Division established Integrated Regional Organized Crime teams to confront the growing threat of organized crime.

Also in 2003/2004, "K" Division restructured, moving from a two districts to a four-district model. The realignment improves support for front-line policing services, improves communication with communities and ensures accountability to taxpayers and to "K" Division Headquarters.

The hard work of the men and women of "K" Division is reflected in the satisfaction of our clients. "K" Division continues to receive high marks from the province and the municipalities and the Aboriginal communities we serve.

Our regionally delivered support services effectively and efficiently manage our human, financial, physical and technical resources - ensuring every police officer in the field has the support needed to do the job.

I am proud of the dedication and professionalism of the men and women of "K" Division. I would like to personally thank all of the employees of the RCMP and the many volunteers and partners who helped us to achieve our goals this year.

Deputy Commissioner Gerry Braun

"By working with the communities we serve, the men and women of "K" Division understand and reflect local law enforcement priorities - making a real difference to public safety in Alberta."

A/Commissioner's Message

Assistant Commissioner
William Sweeney
RCMP "K" Division

"I happen to be very proud of the men and women of this Force who serve Albertans on a daily basis."

It is my pleasure to introduce the 'K' Division 2003 Provincial Police Service Agreement Annual Report. This Report provides our achievements against our collaborative business plan, developed in concert with the Solicitor General's Department. I trust you will find this an enjoyable review as we reflect on another successful year of service to Albertans.

Throughout 2003, significant advances have been made in restructuring, to enhance our management and accountability structure and improve performance management and service delivery. We have expanded from two Districts to four, and our service strategy focuses on greater integration and more seamless service delivery. 'K' Division's Strategic Traffic Law Enforcement enables the RCMP to advance on a multi-disciplinary approach to creating safer highways in Alberta, through collaboration with the Solicitor General's Department, as well as Transportation and Health ministries, on the path to Vision 2010 targets.

Project KARE was initiated in 2002/2003, to investigate unsolved homicides of sex trade workers whose remains have been located in the Edmonton vicinity. The magnitude of the project continues to create significant resource and funding pressures. The RCMP also continues to participate in the Provincial Roundtable on Domestic Violence. Our drug enforcement profile is being raised with expansion of our 'Green Team' into southern Alberta, to tackle marihuana grow operations.

We have worked together with the Alberta Solicitor General in a proactive manner to address the proliferation of methamphetamine production and trafficking in Alberta. The drug endangered children protocol is a key early intervention tool that is an integral part of this work. The clandestine manufacturing of methamphetamine creates toxic environments that are truly horrific, producing long term health and safety consequences for many innocent people. We are working to involve as many stakeholders as possible in this critically important area.

The fundamental tenet of community-based policing is that policing services must remain responsive to the needs of those who receive our wide array of services. Throughout 2003, we have strived to formally enhance local priority setting through our business planning process. Training was provided to our Detachment Commanders, who then developed collaborative business plans in partnership with their local communities. The business planning process now extends beyond municipalities, to working collaboratively with Municipal Districts and Counties in establishing localized policing plans and priorities.

This 2003 Annual Report is an opportunity to showcase excellence in policing, and also captures the essence of our work toward 'Safe Communities in Alberta.' While advancements have been made in the past year, I look forward to working together with the Solicitor General's Department and the citizens of Alberta, to expand and excel in providing policing services to this great Province.

District Commanders

Supt. R. Samotej,
District Commander

Eastern Alberta District
c/o #501, 50 Corriveau Avenue
St. Albert , Alberta T8N 3T5
(780) 419-4150
[District Office will be relocating to St. Paul]

Supt. B.K. McLeod
District Commander

Provincial Capital District
911 Bison Way
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Supt. R.J.G. Boyd
District Commander,

Southern Alberta District
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Calgary, Alberta T2E 1K9
(403) 230-6506

Supt. B.A. House
District Commander

Western Alberta District
10030 - 103rd Avenue
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(780) 538-5705

"On September 8th, 2003, approvals were finalized and "K" Division implemented the four District model for Alberta."

Members of the Royal Canadian Mounted Police in Alberta have both provided traditional policing and acted as social change agents to enable innovative approaches. Close cooperation with other agencies and communities has resulted in tremendous progress in significant areas. Some of the areas where this work has been particularly interesting have been listed here.

Communities working together with the RCMP to develop initiatives addressing policing and social issues is Community Policing at its finest.

BUSINESS PLANNING ROLLOUT

In order for the business planning process to reach the Detachment level, Alberta Community Development was enlisted to assist in business planning training. A series of seven workshops were facilitated, in order to have Detachment Commanders provided with a basic understanding and a framework with which to develop their own local business plans.

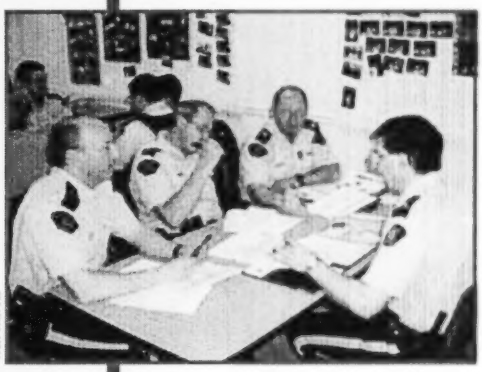


Photo: Sgt. Derrick Swiderski
Peace River ITS

Detachment Commanders, and often other members from the Detachment, attended these sessions to learn the fundamentals of business planning and how their policing initiatives can and should relate to the priorities of the communities they serve. From these training sessions, Detachment Commanders returned to their units with some basic tools to engage their municipalities or community leaders in a collaborative approach to developing policing initiatives.

Photo: Sgt. Derrick Swiderski
Peace River ITS

ABORIGINAL POLICING TEEPEE

"K" Division, Community & Aboriginal Policing Services runs a program involving the use of a full size, traditional Teepee. This Program is directed at our Aboriginal communities, and the Teepee is utilized by RCMP members for Pow Wows and other cultural events that are significant to Canada's First Nations People.

"K" Division, Community & Aboriginal Policing Services has partnered with Flaman Trailer Sales, located in Nisku, Alberta, to have a trailer custom built to carry the Teepee and poles, which are 8 metres (26 feet) in length. We now have a truck and trailer to transport this unique display.

On July 4, 2004, we had the honour of being invited to set up our Teepee at the Indian Village of the Calgary Stampede. Commissioner Zaccardelli was in attendance to enjoy the inaugural use of our "K" Division Teepee, as well as the festivities of the Calgary Stampede. We hope this new instrument of goodwill can serve our efforts in working together with our Aboriginal communities. The RCMP recognizes the proud and peaceful history we share with Canada's Aboriginal communities, and this is reflected in both our national and provincial strategic priorities.

2003 SUMMER STUDENTS

A total of 32 students participated in the 2003 Summer Student Programs - we had seven in the National, and 25 in the "K" Division program. The feedback from the students was very positive, with some describing it as a "life-altering experience."

Credit for this success is shared with the Detachment Commanders, coordinators, members and everyone who worked to ensure the students had a positive experience.

The following Detachments participated in the 2003 program:

Cochrane
Cold Lake
Desmarais
Fort McMurray
Fort Saskatchewan
Fort Vermilion
Grande Prairie
High Prairie
Hinton
Lac La Biche
Leduc
Morinville
Pincher Creek/Peigan
Redcliffe
Red Deer City
Rocky Mountain House
Saddle Lake
Strathcona County
Spruce Grove
St. Albert
Stony Plain
Turner Valley

This program played a significant role in the development of these 32 enthusiastic young people. In addition to furthering our efforts to support the Commissioner's priorities regarding Youth and Aboriginal communities, this program and its supporters have strengthened partnerships between the RCMP in Alberta and the communities we serve.

Recruitment posters and information cards for the Summer Student Program are distributed to all Detachments, as well as to post-secondary schools, Aboriginal communities and various other partners. This program is not only a great opportunity for students, it is an excellent opportunity for us to mentor potential members of the RCMP. Many summer students have entered rewarding careers with the RCMP, after initial exposure to policing as a summer student.

"The feedback from the students was very positive, with some describing it as a "life-altering experience."

www.rcmp-grc.gc.ca/ab/Programs_and_Services/Summer_Student/index.htm

Integrated Response to Organized Crime

In the summer of 2003, the Province of Alberta, through the Solicitor General's Department, approved a proposal for the development of the Integrated Response to Organized Crime Unit (IROC). The proposed model for IROC was based on contributions from each of the partner police services: Calgary Police Service (CPS), the Edmonton Police Service (EPS), and the Royal Canadian Mounted Police (RCMP), together with funding for additional resources and operations from the Solicitor General's Department.

Organized criminal enterprises have utilized technological and infrastructure advances to move from a local or regionalized base to global operations. Groups which previously operated in isolation have turned towards partnerships to achieve specific goals. They exploit the lack of harmonization between sovereign criminal justice systems to gain a foothold in this global environment. Investigative and enforcement efforts are hampered by the incongruence of: legislation, enforcement objectives, intelligence collection systems, departmental policies and databases at local, national and international levels. As enforcement communities move towards overcoming these obstacles and developing effective enforcement models, the common vision is a requirement for cooperation. This was the basis for the IROC model, exemplifying integration as the best strategy with which to attack organized crime.

IROC's mandate is to be intelligence-led, by utilizing the Criminal Intelligence Service of Alberta's Provincial Threat Assessment, the Criminal Intelligence Service of Canada's National Threat Assessment, along with ongoing input from intelligence units to assist in strategically selecting targets which will provide maximum impact on organized criminal activity in Alberta. Utilizing a variety of enforcement strategies and partnerships, IROC will dismantle and disrupt organized crime to create "*Safe Homes and Safe Communities*" in Alberta.

OPERATION PIPELINE

SUCCESS ALONG HIGHWAY 16

Operation Pipeline offers training to law enforcement agencies to target cars transport trucks, trains, buses and courier services that carry contraband between locations. Members engaged in traffic law enforcement are encouraged to look beyond traffic violations and gather intelligence and evidence of other criminal activity, as well as to help curb smuggling and related crimes when stopping motorists during routine traffic checks.

The success of Operation Pipeline has been clearly demonstrated on Highway 16 near Jasper where members of the Jasper Detachment have made many significant drug seizures over the past year. Seizures of hashish, marihuana and cocaine as well as in excess of $30,000 cash, suspected of being proceeds of crime, have been made and have resulted in criminal charges. These seizures which took place over the past two years totaled in excess of $1 Million in street value, have provided strong indication of the prevalence of inter-provincial transportation of drugs over our highways by organized crime groups and have provided the necessary intelligence allowing dedicated Drug Enforcement and Integrated Proceeds of Crime Sections to continue their investigations on national and international fronts.

POLICE CHIEF FOR THE DAY

In early January, 2004, the annual Novice "Friendship Hockey Tournament was held in Okotoks. One of the prizes offer was "Police Officer for a Day", which was won by Jared Goossen, 8 years, of Okotoks. On February 8th, Jared signed important documents as the honourary Chief of Police, and enjoyed some patrol time with members of the Okotoks Detachment. By all accounts the day was a tremendous success.

Jared Goossen
Okotoks, Alberta

CLANDESTINE LABORATORY INVESTIGATION SERVICE

In 2003, the Province of Alberta, along with British Columbia, Ontario and Quebec, witnessed the implementation of full time investigative teams focused entirely on the detection and dismantling of clandestine drug laboratories. This team is mandated to investigate Clandestine laboratories across Alberta focusing primarily on groups involved in the large scale production of methamphetamine and MDMA (Ecstasy).

In this past year, there were eleven (11) clandestine laboratory incidents reported in Alberta ranging from small scale methamphetamine labs found along the side of public roads to a large scale methamphetamine lab found within the City of Edmonton, and another found in a rural area west of Edmonton. One of the laboratories involved the production of psilocybin mushrooms and in another the commercial production of MDMA and MDA pills.

Another disturbing trend in 2003, was an escalation in the number of seizures of the clandestine laboratory produced central nervous system depressant gamma hydroxbutyrate (GHB) across Alberta. GHB is a type of 'date rape' drug associated to an increasing number of sexual assaults in Alberta; it has been seized from high school students in locations throughout the province. GHB purity varies widely, and an overdose can result in a medical emergency requiring professional treatment. "Common" effects include cardiac/respiratory depression, coma and death.

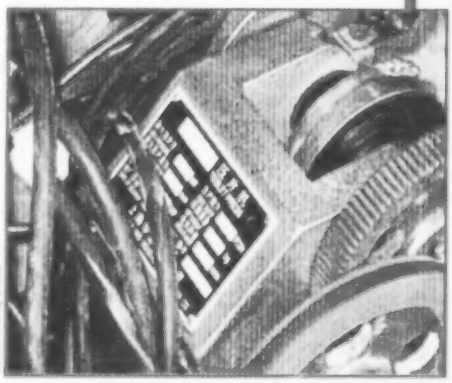
Methamphetamine lab at Gainford in May 2003 depicting the empty containers of camping fuel, acetone, lye, and ethyl ether

ACCOMPLISHMENTS 2003

In August, the city of Calgary hosted the annual Clandestine Laboratory Investigators Association training conference in partnership with the Calgary Police Service and Criminal Intelligence Service of Alberta. This conference brought over 300 delegates from across North America to enhance their ability to detect and dismantle clandestine drug laboratories. Other training was offered throughout the year to uniform police personnel, fire departments, emergency service personnel, and child protection workers to enhance their ability to detect clandestine drug laboratories.

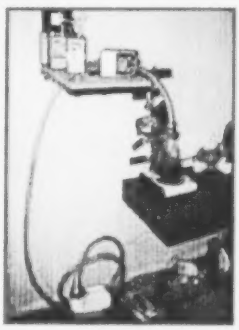
The by-products of these illicit laboratories are not only toxic, but flammable, and some elements are explosive. Clean-up poses very serious dangers and requires a great deal of expertise. The remnants of discarded containers or quantities of solvents need special attention for safe disposal and transportation for destruction as hazardous waste.

45 gallon barrel of liquid methamphetamine waste seized at Gainford in May 2003

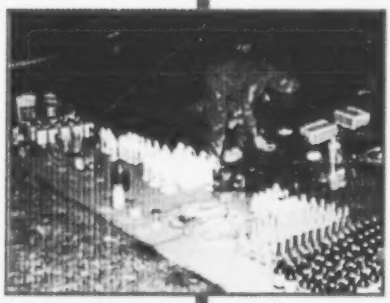


METHAMPHETAMINE PREVENTION STRATEGY

Awareness and Education



Our strategy to present factual and relevant information to the public and stakeholder groups continued this year. A brochure "*First Responders Guide to Clandestine Labs*" was published and distributed to every member in 'K' Division. In addition, the brochure has been made available to other First Responders, Government agencies and community groups around the Province. A portion of the 'K' Division website has been dedicated to clandestine labs and Drug Endangered Children. The retailer information poster, now in it's fourth printing, has been distributed widely across the Province, including a joint distribution with the Alberta College of Pharmacists. Our media strategy has continued with regular media releases and assistance to media outlets for feature story development. In 2003 'K' Division initiated a statistical tracking tool to monitor the correlation between methamphetamine and other criminal activity.



Community Mobilization

The mobilization of communities around methamphetamine concerns and other drug issues continues to be an essential component of coordinated community response. Presentations to communities who have developed or are developing drug response committees have continued. This presentation outlines current drug trends and issues, and shows how communities can mobilize to scan their environment, identify gaps in service and respond in a coordinated fashion based on the key components of the Canada Drug Strategy; Prevention, Treatment, Enforcement and Harm Reduction.

Ammonia, iodine and ephedrine are some of the common ingredients used in the production of methamphetamine

Drug Endangered Children

In November 2003, 'K' Division facilitated a tour for Solicitor General Forsyth to examine promising practices in the United States dealing with methamphetamine and Drug Endangered Children. The tour met with Federal State and local officials in San Diego, Phoenix and Denver. Information obtained on the tour has been shared with the Solicitor General's working group on methamphetamine related issues. Members of Drug Enforcement and Drug Awareness participate in the cross-ministry committee that is currently working on issues in the areas of; Safety & Environment, Health & Research and Resources & Legal Affairs.

Since January 2003, RCMP and Municipal Police Departments have started to work with the concept of a local Drug Endangered Children protocol. A number of investigations have conducted around the Province where children have been found at risk, due to the exposure to drug activity. In a recently announced demonstration project, a Drug Endangered Children training package will be developed and tested. St. Albert Detachment will host the project with funding from the Canada Drug Strategy and the City of St. Albert. Alberta has been recognized outside the Province for its efforts with Drug Endangered Children with the Drug Strategy funding and is the only Canadian province invited to send a delegation to the inaugural National Drug Endangered Children conference in Denver Colorado, held in late June 2004.

"Children receive chemical burns to their bodies, a result of drugs being manufactured in their homes..."

GREEN TEAM

A Joint Forces Operation with partners from the Edmonton RCMP Drug Section, Edmonton area RCMP Detachments and the Edmonton Police Service Coordinated Crime Unit was formed in the year 2000. This Unit is mandated to investigate Cannabis Marihuana offences and is primarily focused on marihuana cultivation. The Unit is housed at E.P.S. Headquarters and has come to be known as the "Green Team". This Unit works together as a team in both RCMP and EPS jurisdictions. Members of the Green Team have taken the lead enforcement role in marihuana cultivation investigations within the City of Edmonton and throughout Northern Alberta. The team members are recognized as experts in marihuana cultivation investigations and are repeatedly sought to provide guidance, direction and assistance with regards to grow operations and other drug investigational techniques. Members of this section are providing the majority of expert opinion evidence during cultivation prosecutions. "Green Team" members conduct training workshops with respect to grow identification, drug trafficking techniques, formulation of grounds to obtain search warrants and evidence gathering procedures throughout the Province of Alberta.

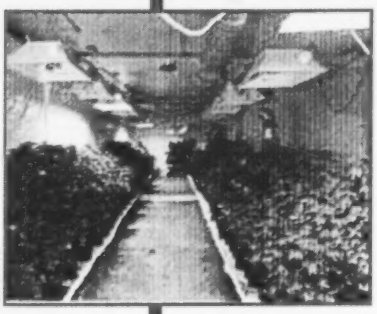


Photo: Cpl. Jack Nei
Red Deer Pic

The "Green Team" has been a success since its inception.

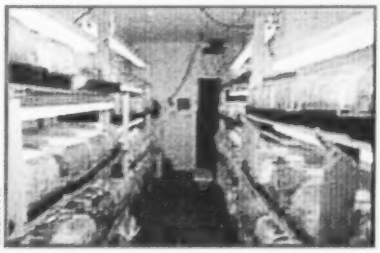


Photo: Cpl. Jack Nei
Red Deer Pic

The Unit executed **71 search warrants** and laid charges against **66 individuals**. Seizures made in the first eleven months were in excess of **28,000 marihuana plants, 120 kilograms of processed marihuana, $60,487 in cash, and $620,700 worth of marihuana grow equipment, weapons and other narcotics**. An examination of these statistics shows an equal number of investigations conducted in E.P.S. and RCMP jurisdictions. This team is clearing a high percentage of its investigations by charge and are consistently obtaining convictions in court.

Photographs here include 'Sabot', a Joint Forces Operation with the Department of National Defence. Large seizures of marihuana are depicted during police/military intervention.

Photo: Cpl. Jayne Mumm
Edmonton Drug Section

Photo: Cpl. Jayne McCombs
Edmonton Drug Section

INTEGRATED BORDER ENFORCEMENT TEAM

In terms of enforcing border integrity, the Rocky Mountain IBET serves many roles. Two of the investigations are highlighted below.

In April, 2003, a joint operation of several weeks duration culminated in the arrest of an American smuggler who was transporting methamphetamine precursor chemicals on the Alberta side of the Montana border. The suspect was extradited to the United States and received a five and a half-year prison term. The Toyota forerunner seized in the investigation became an asset forfeiture and is now in regular use with our American IBET partners.

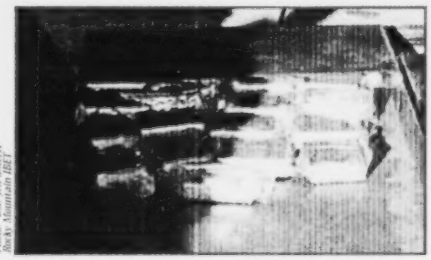


Photo: Cst. Jeff SMITH
Rocky Mountain IBET

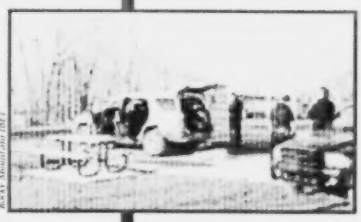


Photo: Cst. Jeff SMITH
Rocky Mountain IBET

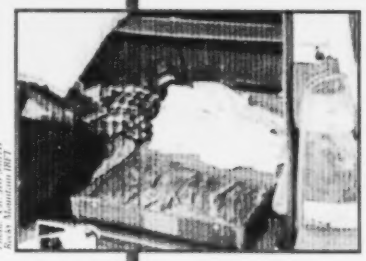


Photo: Cst. Jeff SMITH
Rocky Mountain IBET

In December 2003, IBET investigators intercepted a targeted recreational vehicle trailer at the port of Del Bonita, Alberta. A subsequent search produced 17 kilograms of cocaine and two arrests for trafficking and importation.

In January 2004, a three-month Joint Forces Operation resulted in the interception of 69 kilograms of cocaine entering Alberta at the port of Coutts. The accused, a first time offender, received a sentence of eight years. A second accused is currently awaiting trial.

In addition to drug intelligence and seizures, Rocky Mountain IBET has been involved in investigations of human smuggling. In another area, six separate individuals have been identified as suspicious persons attempting to utilize Alberta/Montana border crossings. All of these individuals were identified as having known or suspected terrorist links.

Photo: Cst. Jeff SMITH
Rocky Mountain IBET

PROJECT KARE

Project KARE is a 'K' Division undertaking initiated in October 2003, as a result of the recommendations from the High Risk Missing Persons Project (HRMPP). This project was a comprehensive analysis of cases that met specific criteria. The HRMPP was a three phase project, phases 1 & 2 being intelligence-led and phase 3 being investigational (Project KARE). Phases 1 & 2 are an excellent example of a new approach by the RCMP and its partners - it was collaborative, crossing jurisdictional boundaries, and it was intelligence-led. Project KARE is no longer a Joint Forces Operation in the traditional sense, but is tasked with aligning and investigating several current deaths of high-risk victims in the Edmonton area. Project KARE will also pursue other investigations which emerged from the completion of the HRMPP. There are currently thirteen RCMP members on this team - Project KARE is expected to ultimately include approximately thirty RCMP members and twenty support staff.

Recent deaths of women found in rural areas surrounding the City of Edmonton, who were involved in high-risk lifestyles, are the immediate focus for investigators assigned to Project KARE. The High Risk Missing Person's Project culminated in the identification of 40 homicide and 38 High Risk Missing Person cases in Alberta that met the HRMP criteria. Investigators continue to review these cases, and they are treated with the highest priority by the RCMP in 'K' Division.

ACCOMPLISHMENTS 2003

Project KARE has adopted a philosophical framework which best describes the importance of the project: "*No greater honor will ever be bestowed on an officer or a more profound duty imposed on him than when he is entrusted with the investigation of the death of a human being. It is his duty to find the facts regardless of color or creed without prejudices and to let no power on earth deter him from presenting these facts to the court without regard to personality.*"

As the task force has progressed through its initial development, investigations into recent cases have been absorbed by Project KARE from the RCMP Major Crimes Unit, General Investigation Section and investigators at several Detachments. As investigators are assigned to Project KARE, they have, in addition to their file work, concentrated their efforts on building two-way communication networks with sex-trade workers and those at the social agencies who give support to people involved in high-risk lifestyles.

KARE
PHILOSOPHICAL FRAMEWORK
"No greater honor will ever be bestowed on an officer or a more profound duty imposed on him than when he is entrusted with the investigation of the death of a human being. It is his duty to find the facts regardless of color, lifestyle or creed without prejudice and to let no power on earth deter him from presenting these facts to the court without regard to personality."

Although Project KARE is not a Joint Forces Operation, it is working in the City of Edmonton and surrounding RCMP jurisdictions. Members of the Edmonton Police Service have provided the RCMP with assistance at the street level which has led to locating several women involved in high-risk lifestyles who had previously been reported missing.

The RCMP in Alberta is fully committed to Project KARE and to seeing the members dedicated to the task force achieve our shared goal - locating, arresting and charging those responsible for these deaths.

MAJOR CRIMES "K" DIVISION

During 2003, the Major Crime Units in Edmonton and Calgary investigated a total of 34 homicides throughout the Province of Alberta (17 in the North and 17 in the South).

In addition, Major Crimes (South) Calgary also conducted and assisted with 29 suspicious sudden death investigations, 3 Privacy Act investigations, as well as 2 homicide related undercover investigations. A file of note is the Nicholas Maradyn homicide when after a lengthy investigation the victim's spouse and boyfriend were arrested and convicted of first degree murder.

Major Crimes South, in conjunction with Red Deer General Investigation Section (GIS) and Major Crimes North, spent a good portion investigating the murder of a well known Sex Trade Worker (STW) Deborah LAKE. LAKE's skeletal remains were discovered near Camrose, Alberta in April of 2003. An extensive investigation was undertaken, however, to date no one has been charged for this crime.

Major Crimes North during this period also assisted and investigated 15 suspicious deaths, 5 missing persons where foul play was suspected, 10 attempted murder cases, 2 cases of abduction, 1 cell death, as well as 1 police officer involved shooting investigation.

Three of the most noticeable homicide investigations outstanding relate to sex trade workers known to live a high risk lifestyle. Much of the year was consumed by the exhaustive investigations into the murders of Monique Pitre, Melissa Munch, and Sylvia Ballantyne. The bodies of Munch and Pitre were located in the rural area of Strathcona County while Ballantyne's body was found in the Leduc District.

Divisional Major Crime Units continue to follow up on leads surrounding those investigations which in turn will be turned over to Project "KARE", a newly created team who will concentrate on high risk missing persons, the unsolved sex trade worker homicides as well as other similar "cold case" investigations.

The General Investigation Sections throughout the Division continues to be involved with Internet Child Exploitation (ICE) investigations involving child pornography. Plans are currently being formulated with the intention at some point in time to create ICE Teams in Calgary and Edmonton to investigate this predator type of crime.

ACCOMPLISHMENTS 2003

A combined joint effort between St. Paul and Edmonton GIS successfully apprehended and prosecuted two suspects responsible for 5 armed robberies of financial institutions in 1999 throughout the northeastern part of the Province. A recent guilty plea by one of the suspects in these robberies resulted in a 6 year jail sentence for his involvement.

The internal re-organization of the Major Crimes Branch was completed and approved in December 2003. The Alberta ViCLAS Centre now is attached to "K" Division Major Crimes.

ViCLAS (Violent Crime Linkage Analytical Section) provided personnel, expertise and working space to the High Risk Missing Persons Project (Unsolved Homicides). These efforts saw the ViCLAS office enter all victim missing person and unsolved homicide report data for persons involved in high risk lifestyles from Alberta onto the ViCLAS database. A ViCLAS analysis was completed on each case to determine if any linkages could be made connecting one offender with any two or more cases. A total of 79 cases were fully analyzed and the results dictated that a further stage of investigation was warranted culminating in the creation of Project KARE.

The Alberta ViCLAS Centre was able to develop two remote data entry sites to full operation, located in "G" Division (Northwest Territories) and with the Edmonton Police Service respectively. These remote sites increase the ability for direct entry of violent crime report data into the ViCLAS database significantly increasing the effectiveness of the system to make linkages between violent offences and serial sexual and homicide predators. The High Risk Offender program has been centralized for investigation and coordination with the Alberta ViCLAS Centre. This provides investigators in the field with expert advice and with Risk Assessments so that pursuing court applications binding serious and habitual offenders to reporting conditions is timely and consistently applied. Furthermore, the use of Targeted and Full Public Disclosures of the release of such High Risk Offenders into the community is now coordinated by and recommended by the Alberta ViCLAS Centre.

At the highest level, the Balanced Scorecard is a framework that helps organizations translate strategy into operational objectives that drive both behaviour and performance.

Welcome to the 2003 Annual Report for 'K' Division for the 2003-04 fiscal year

As this is the first year in which the ***Balanced Scorecard*** architecture has been used for the Provincial Police Service Annual Report, some background information is in order. This performance management tool was adopted by the Royal Canadian Mounted Police in order to better plan and perform across our many business lines. It has become the central hub of both our planning and our monitoring systems.

The Balanced Scorecard Collaborative was utilized by the RCMP to roll out training for Headquarters and planning personnel across the country. Once this had been done, senior management in each Division was assembled to determine what priorities and pressures they expected in the medium to long term. In Alberta, a number of high-level meetings occurred to determine what issues would be the focus of strategic planning; representatives from District offices and policy centers collectively collaborated and provided the raw material with which the planning process began.

From this point, and after a further series of executive interviews to refine priorities, the "K" Division Strategy Map was developed. This 'blueprint' now serves as the focal point for all facets of our planning and resource allocation in Alberta. The Balanced Scorecard is the reporting and measuring tool for performance used by all RCMP managers in Alberta. It reflects our goals through our objective statements. It shows our targets and methods we are using to achieve progress.

The tables that follow are the substance behind each objective, in essence, the way we seek to implement our strategy. These tables contain information collected every 60 days - there is both responsibility and accountability throughout, with progress regularly monitored. In this way, we can constantly oversee and adjust resources where required and provide senior management support as needed.

This leads us to the initiatives, what we are doing to change. Each initiative is an element that supports the stated objective, moving us along the path to excellence. Each contains both measures and targets: how we intend to assess our performance, and the point we wish to reach in a specific time frame. Our performance results are shown within the tables, alongside the target for ready reference.

The road we choose is not an easy one, for that path lacks ambition. Easily achieved targets mean little or no change; appropriate and strategic targets provide challenge. It is through these efforts to change and to challenge that we strive for excellence in policing.

This 2003 Annual Report covers the 2003 fiscal year, from April 1st, 2003, to March 31st, 2004. After you have had an opportunity to review this document, we encourage feedback, both on our work in Alberta, and on this Annual Report.

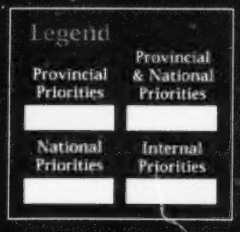
EXCEL AT CLIENT-FOCUSED SERVICES (C.1)

Through open dialogue with clients, partners, stakeholders and community partnerships, "K" Division will deliver an effective, community-based police service consistent with collaborative strategies and priorities

Initiatives	Measures	Targets	Results
- develop data collection system to collate administrative intelligence, e.g. public surveys, environmental scans, Detachment business plans and policing priorities. - seek feedback from stakeholders on advancement of initiatives identified in business planning process	feedback received from: - Alberta Solicitor General - contracting partners (RCMP Provincial & RCMP Municipal contracts) - AUMA - AAMD&C - First Nations	- maintain current level of client satisfaction of 85% as established in annual public opinion survey	81% [1]
- manage timely processing of public complaints - encourage informal resolution - develop preventative initiatives to address risk	- number of public complaints received and resolved informally; number of substantiated public complaints - number of risk areas identified by Complaints and Administrative Investigational Support Services (CAISS) and risk managed/mitigated	- 50 % rate of informal resolutions - 5% reduction in public complaints, contingent liabilities	43% 4.2%

The RCMP received positive feedback at both AUMA and AAMD&C meetings held in 2003. Progress continues on Community Tripartite endeavors with several First Nations.

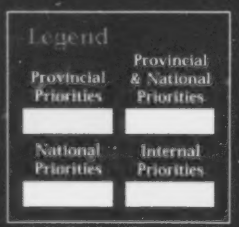
[1] The first (baseline) Survey Centre (national survey) results, differed slightly from previous Ipsos-Reid data. This new methodology will be a widely-recognized standard, capturing data annually.



PROVIDE HIGH QUALITY, RESPONSIVE POLICE SERVICES TO ALBERTA (C.2)

"K" Division will be recognized as a leader in the law enforcement community, through use of fully integrated and intelligence-led operations, modern police techniques, and adherence to the Core Values of the RCMP

Initiatives	Measures	Targets	Results
- establish integrated initiatives for each Provincial and National strategic priority **Provincial Priorities:** • Community Policing • Dangerous Offenders • Serious and Violent Crime • Services to Victims of Crime • Traffic Safety **National Priorities:** • Terrorism • Organized Crime • Youth • Aboriginal Comm. • International Policing	- number of integrated initiatives/projects targeted to Provincial and National strategic priorities	- one new integrated initiative per strategic priority per year	100% achieved



Work on *Terrorism* continues with both intelligence gathering and active investigations. The *Organized Crime* initiative involved five projects with the Integrated Response to Organized Crime. The *Youth* initiative for 2003 was the development of the Integrated Child Exploitation (ICE) Team, and our *Aboriginal Service* was met through work on Restorative Justice. *International Policing* was addressed through the International Travel Initiative.

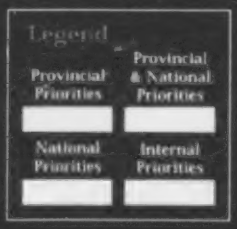
Provincial priorities were met through the Roundtable on Family Violence, and advancement of Youth and Aboriginal community plans through community engagement (*Safe Communities in Alberta*). *Aboriginal Policing* was addressed both through work on Restorative Justice and Community Tripartite Agreements. The development of Project KARE is a major effort to address *Serious and Violent Crime*.

DEMONSTRATED VALUE FOR MONEY (C.3)

"K" Division will demonstrate to clients, partners and stakeholders a valued return on investment through sound stewardship, efficient alignment, performance accountability and efficiency to our clients and stakeholders

Initiatives	Measures	Targets	Results
	Stewardship		
- demonstrate stewardship of Division funding; spending strategically to cap	- timely and accurate forecasts, billings - number of financial audits completed	- Division spending 100% within allocated reference levels	97.21% at March 31, 2004
	Performance Accountability		
- consultative strategic business planning process - solicit feedback from Province, contract municipalities	- level of satisfaction on achievement of objectives against established priorities	- 85% satisfaction rate from contracting partners	81%
	Efficiency		
- ensure per capita costs remain competitive through managed sick leave, maternity, paternity and vacancy rates	- per capita costs competitive with similar communities in Alberta or PPS costs in other provinces	- annual assessment of RCMP per capita costs on March 31, to remain the most competitive - 2% or lower Off Duty Sick (ODS) rate	2.3% ODS 7% operational vacancy
	Alignment		
- structural alignment, urbanization initiatives to ensure efficient and effective service delivery	- extent of implementation of Division restructuring and urbanization initiatives	- structural realignment completed by March 31, 2004	

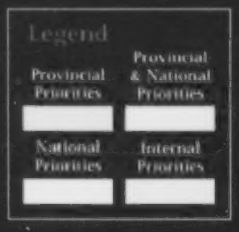
Corporate fiscal accountability was demonstrated by showing 97.21% expenditure of our Division budget as of March 31, 2004. The satisfaction rate was measured through a different survey system than has been used previously; this new methodology may be the source of a minor reduction.The March 31, 2004 report showed a 2.3% ODS rate with a 7% operational vacancy rate for the reporting period. The 'K' Division restructuring plan was implemented September 15, 2003, with structural realignment complete before the target date of March 31st, 2004. Further efficiency initiatives, including amalgamations and regionalized service delivery, are currently underway.



COMMUNICATE EFFECTIVELY (I.1)

"K" Division will ensure information is communicated in an open, timely and trans-parent manner, both internally and externally to clients, partners and stakeholders, to provide a clear under-standing of the strategies, priorities and activities of the Force

Initiatives	Measures	Targets	Results
- delivery of communiques internally and externally to provincial and municipal governments, contract partners, and clients to promote the value of the RCMP integrated policing model	- Communication strategy developed	- by March 31, 2004	Not developed
	- number of communiques delivered	- 6 external communiques per year	8 communiques
- integration with Provincial, National, District communications / media personnel			
- contribution to establishment of an integrated communications network in Alberta between all police services (APSNet)	- advancements in planning of integrated communications network	- assessment/ implementation of an integrated communications network by March 31, 2004	RFP, vendor selection done
- The Criminal Justice Division to liaise with the RCMP to establish and hold an annual meeting	- Enhanced working relationships between the RCMP Provincial Police Service and the Criminal Justice Division	- Annual Meeting - Feedback from both parties on usefulness of meetings	Feedback positive
- identification of criminal justice issues and effective resolutions sought	- Issues of mutual concern are identified and resolved	- Identification of significant issues/ problems	no outstanding issues



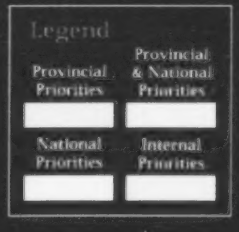
Although the communication strategy was not developed owing to personnel transition, the goal of six communiques was exceeded by two. A Request for Proposal and Vendor Selection were both done by March 31st, and further work continues. Meetings continue to be held with the Criminal Justice Division as issues of mutual concern are resolved. This work will also carry over in 2004/2005.

INTELLIGENCE-LED POLICING (I.2)

"K" Division will enable intelligence-led policing, through comprehensive, real time intelligence and threat assessment. "K" Division will ensure Border Integrity

Initiatives	Measures	Targets	Results
- marked increase in National Crime Data Bank (NCDB) intelligence/information sharing	- level of National Crime Data Bank (NCDB) use per detachment/unit	- 100% of detachments/units contribute to NCDB information sharing	100%
- establish threat assessments, using SLEIPNIR model, for all RCMP Organized Crime and Terrorist groups operating in the Division, and provide this information to CID National HQ	- percentage of threat assessments completed of all priority Organized Crime and Terrorist groups operating in "K" Division, and forwarded to HQ	- 100% forwarded	100%
- Division Integrated Border Enforcement Teams (IBET) will prioritize investigations based on available intelligence	- percentage files which originated from intelligence rec'd from : • Criminal Investigation Division CID) • Integrated National Security Enforcement Teams (INSET) • Integrated Border Enforcement Teams (IBET)	- 50% of all IBET investigations based on intelligence	48%
- "K" Division will fully maintain and staff IBET units	- percentage of positions staffed on IBET mandate	- 100% staffing to maintain integrity of program	1 postition less than 100%

Overall, entries are up to 2947 for each reporting period. Efforts continue to raise this percentage; with rising quantity, quality becomes a concern. As of March 31, 2004, 48% of IBET investigations were based on intelligence. Staffing of IBET and NSIS remain a priority, in order to ensure program integrity in critical areas of public security.



OPTIMIZE USE OF OPS & BEHAVIOURAL MODELS (I.3)

"K" Division will advance the Ops Model through effective, intelligence-based priority setting and decision making

Initiatives	Measures	Targets	Results
- Projects subjected to threat assessment receive increased focus	- percentage of projects/ investigations (Major Case Information Reporting 2350) based on threat assessments	- 50% of Divisional Projects/Investigations (Major Case Information Reporting 2350)	100%
- focussed operations on national priority OC groups prioritized through SLEIPNER model - notify HQ of the target at the start of the investigation	- percentage of #1 priority Organized Crime (OC) groups targeted for investigation	- 100% of #1 priority threats targeted from threat assessment	100%
- ensure all Federal Operations files are PROOF'd	- percentage of Federal Operational files evaluated through Priority Rating Of Operational Files (PROOF)	- 90% Federal operational files are PROOF'd	79%
- promote Ops Model applications in Community Policing, Traffic Services, Provincial Support Units	- number of new, innovative Ops Model applications within Community Policing, Traffic Services, Provincial Support Units	- 3 new Division best practices per year	3 new initiatives

As of March 31, 2004,79% of federal operational files were PROOF'd; this initiative is slated to continue. Three new Ops Model applications within Criminal Operations were identified: the Internet Child Exploitation (ICE) Team, the High Risk Missing Persons Project, and the Traffic Services Review, all of which are ongoing into 2004.

EFFECTIVE POLICIES AND PROGRAMS TRAFFIC SERVICES VISION 2010 (I.4)

"K" Division will ensure all operational policies and programs are current, relevant and aligned with strategies and collaborative objectives, priorities and goals

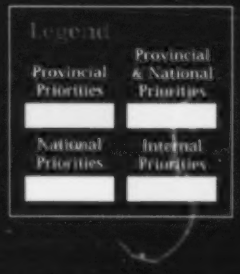
Initiatives	Measures	Targets	Results
- formation of working groups; policy review - new policy development	- reviews established; percentage of policy reviewed	- reviewed and renewed by March 31, 2004	completed
- restructure Traffic Services in "K" Division	- strategic reallocation of resources to priority locations	- restructuring complete by Sep 30, 2003	proposals under study
- optimize traffic resources; restore staffing levels to Traffic Services	- percentage vacancy rate	- 90% staffing of traffic positions by Mar 31, 2004	74%
- develop, implement traffic safety program to support Vision 2010:	- reductions in fatal collisions (2002: 313) - reduction in injury collisions (2002: 7826)	- 4% reduction in fatalities - 2% reduction in injury collisions	1% +.75%
- develop Traffic Safety Committee comprised of key stakeholders	- increase in .08 charges (2002:1170)	- 50% increase in .08 charges	-6.1% (1)
- conduct traffic service training sessions	- increase in child restraint charges (2002:3,324)	- 100% increase in child passenger restraint charges	-33.1% (1)
- provide Selective Traffic Enforcement Program (STEP)	- increase in seat belt charges (2002:57,663)	- 50% increase in adult seat belt charges	-23.9% (1)
- optimize Criminal Collision Investigation teams	- increased seat belt wear rates by 1.5%	- 1.5% increase in seat belt wear rates	Oct 2004 Study
- conduct Rural Seatbelt survey	- increase in stop sign traffic light charges (2002:15,090)	- 50% increase in stop sign, traffic light charges	-29% (1)
	- decrease in stop sign violations rates	- decrease in stop sign violation rates	Oct 2004 Study

Legend

Provincial Priorities	Provincial & National Priorities
National Priorities	Internal Priorities

EFFECTIVE POLICIES AND PROGRAMS (I.4)

Initiatives	Measures	Targets	Results
PROTECTION AGAINST FAMILY VIOLENCE			
- Ensure Detachments are familiar with legislation and EPO and are using risk factors where appropriate	- Enhanced use of Protection Against Family Violence Act to obtain Emergency Protection Orders (EPO)	- 10% increase over 2002/03 EPO statistics	24.6%
- Adherence to Solicitor General Provincial Family Violence Policing Guidelines - Enhanced training in "Cycle of Violence"	- Review quarterly reporting of data including charging rates and adherence to provision for specialized training	- 5% increase in reporting: - 5% increase in prosecutions	<1% increase 18.4%
- Detachments will establish notification protocol as per 1999 Guidelines - Use of risk factoring tool where possible	- Bail - Victims of Serious Domestic Violence Notification and Protection Guidelines 1999	- 10% of Detachments with notification protocol with local Crown Prosecutor's Office by March 31, 2004	16%
VICTIMS OF SERIOUS CRIME			
VICTIMS: All RCMP Detachments that have access to a Victim Services Unit will make referrals in keeping with established guidelines - Establish uniform referral guidelines - Monitor all referrals made to Victim Services Unit, where such service is available	- increased levels of referrals *DQ 81- Victim Service Unit (VSU) assistance - 4399* *DQ 82 - Victim Impact Statement - 1352* *DQ86 - VSU Offered, declined 1135* *(Total 6886)* Record number of detachments with access to VSU but not making referrals on all types listed in the guidelines.	- 10% increase over 2002 VSU utilization level, for victims of serious and violent crimes	14%



In the past year, there were 1634 spousal abuse incidents where 'K' Division member responded, and in 1080 of these charges were laid. This represents a change of less than 1% in both reported incidents and charging rate from the previous year. 87% of the EPO target was reached, and this may due to the use of Undertakings to serve the same purpose. The spousal assault prosecution target was exceeded, with an increase of over 18%. 7 Detachments report a formal notification protocol with their Crown office, and 17 Detachments report agreed procedures, for a total of almost 16%, exceeding the goal of 10%. 256 members were trained in Relationship Violence sessions, and this will carry forward into 2004. Victim Services Unit utilization increased by 14% over the previous year's referral level.

EFFECTIVE POLICIES AND PROGRAMS (1.4)

Initiatives	Measures	Targets	Results
SERIOUS & VIOLENT CRIME: SHOCAP Dangerous Offenders			
- The SHOCAP program (adult and young offender) will be implemented in each RCMP Detachment area according to provincial SHOCAP criteria - Track SHOCAP offenders using appropriate RCMP statistical system. The RCMP will maintain statistical data on the number of SHOCAP offenders identified and referred to the Provincial SHOCAP Program	- Appropriate offenders are identified to the SHOCAP Coordinator. Detachment participation /compliance coupled with feedback from the provincial SHOCAP Coordinator on the program effectiveness - Offenders removed from SHOCAP as deemed appropriate	- 100% compliance by March 31, 2004 Number of youth/adult offenders reported: 2003/04 target: 200	100% 119
- Monitor the SHOCAP program and identify any concerns. Liaise with Public Security Division and resolve issues in the month they occur	- The SHOCAP program is operating efficiently and effectively	- Timely identification of issues and resolution where possible	no outstanding issues
- Liaise with Dangerous Offender Coordinator to identify appropriate Dangerous Offenders - Ensure accuracy in number of recorded referrals.	- The RCMP will provide accurate and consistent referrals of all dangerous/long term offenders. - Number of dangerous/ long term offenders referred to the Coordinator	- 100% compliance by March 31, 2004	100%
- utilization of High Risk Offender assessments.	- High risk assessments are completed on each offender considered under the Section 32 Provincial Coordinator, Public Security Division in a timely manner	- 100% compliance at all detachments: number of referrals made to the Public Security Division: - Feedback from the Public Security Division on the effectiveness and the promptness of referrals	100% 34 referrals Program moved to CISA

All Detachment Commanders were advised of compliance policy; this resulted in 10 referrals to the Program, meeting the compliance targets to support Program effectiveness. 2003/2004 data indicates 119 offenders reported, short of the target of 200. There are currently no outstanding Program issues and responsibility for program administration will be moving from Solicitor General to Criminal Intelligence Service of Alberta. There were 34 high-risk referrals made to the Public Security Division.

ADAPTIVE AND PROACTIVE POLICE SERVICES (I.5)

Through a participatory planning process, environmental scanning and strategic and tactical analysis of intelligence and information, "K" Division will provide adaptive and proactive police services in support of our strategic priorities

Initiatives	Measures	Targets	Results
COMMUNITY-BASED PRIORITY SETTINGS			
Detachment Business Plans			
- training to new District Advisory NCO's (DANCO), Detachment Commanders	- number of business plans created	- 100% compliance of Municipal Detachments by September 30, 2003	100%
- consultative business plans developed at all Municipal Detachments	- number of Provincial units with established Business Plans		
- consultative business plans developed at all Provincial Detachments		- 100% compliance of Provincial Detachments by September 30, 2003	93%

Legend

Provincial Priorities	Provincial & National Priorities
National Priorities	Internal Priorities

All Municipal Detachments reported development of an individual Business Plan by September 30th, 2003. This is now a source document for the annual report to the Municipality required under the Municipal Policing Agreements that are our policing contracts. The Business Plans were developed after assistance was afforded by the Alberta Community Development, who dedicated teaching resources to a 'K' Division project spanning several months.

Of 104 Provincial Detachments, 97 had completed a Business Plan, for a success rate of 93%. This work was done in consultation with Reeves and Councillors, ensuring participation in the setting of policing priorities.

With this collaborative approach, and working together with our stakeholders in the setting of priorities and goals, the RCMP demonstrates our commitment to the communities we serve.

LEADING EDGE, QUALITY POLICING (I.6)

K" Division will successfully detect, prevent/disrupt and investigate terrorist activity

Initiatives	Measures	Targets	Results
COMMUNITY-BASED PRIORITY SETTINGS			
Terrorism/Organized Crime			
- Projects targeting terrorist/extremist activity	- percentage of projects/ investigations (ongoing files) related to terrorist targets that are successfully concluded** **Concluded defined: 1) provide developed intelligence to another agency; 2) successful disruption, prevention, intervention 3) submitted for prosecution 4) determined alternate enforcement action, i.e. deportation 5) significant seizure of assets 6) all leads have been exhausted (subject to thorough review by NCO i/c NSIS; NCO i/c IBET	- 100% of ongoing files (2004-03-31)	**100%**
- development of Integrated Response to Organized Crime model	- progress toward development of Integrated Response to Organized Crime (IROC)	- implementation by March 31, 2004	**implementation complete, unit operational**

82 investigations were concluded by way of the approved criteria. The importance of this initiative is reflected in its carryover into the next planning cycle, the 2004 Business Plan.

The Integrated Response to Organized Crime project has progressed from its implementation stage, and is currently active in three operational plans, with another intelligence matter ongoing. A permanent location in Edmonton has been finalized and the physical space occupied. Funding was confirmed in March 2004, to continue this initiative.

Legend

-	Provincial & National Priorities
National Priorities	Internal Priorities

PREVENT AND REDUCE YOUTH INVOLVEMENT IN CRIME (I-7)

"K" Division will implement an effective, comprehensive, sustainable, long term response to youth crime and victimization that addresses root causes and identifies community capacity

Initiatives	Measures	Targets	Results
COMMUNITY-BASED PRIORITY SETTINGS			
Youth Crime and Victimization			
- all Detachment Commanders to communicate youth crime and victimization rates to the community by Dec. 31, 2003	- percentage of Detachments that have held meetings with key community partners and stakeholders	- 100%	99%
- All Detachment Commanders will have a plan in place, developed with the com-munity, on how to decrease youth crime and victimization by 2004-03-31	- percentage of Detachments that have a plan in place addressing their identified priority	- 100% of Detachments (104 Provincial 66 Municipal) have developed a plan	93%
- members of "K" Division receive training	- number of members trained in Crime Prevention through Social Development (CPSD)	- development of course training standard nationally - train the trainer rollout in "K" Division	development delayed standard still under development
- initiate dialogue with Alberta Chiefs of Police and Criminal Justice Division Technology and Internet Crime Coordinator to establish integrated approach to combat Internet-based Child Sexual Victimization	- number of partnerships with other police services/ Criminal Justice Division Technology and Internet Crime Coordinator to target youth-related internet crime	- Establish partnerships with Edmonton & Calgary Police Services to establish coordinated ICE (Internet Child Exploitation) teams	awaiting funding
- standardize/implement youth initiatives to reduce involvement in crime	- number of youth-oriented, community engagement programs implemented	- 100% of detachments implement programs	82%

Legend

Provincial Priorities	Provincial & National Priorities
National Priorities	Internal Priorities

As of March 31st, 2004, 99% of Detachments report consultation with their communities on development of a plan to address Youth crime and victimization. 93% of Detachments reported having developed a plan; the performance gap is being monitored by District teams. The course training standard development experienced difficulties that have delayed the training rollout, which has been pushed to 2004/2005. Discussions are ongoing with the Province to fund ICE Team development. As of March 31st, 2004, 85 of 104 Detachments indicate Youth program activity in their communities. This initiative will continue to be monitored in the next business planning cycle.

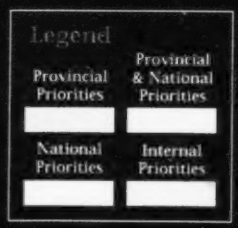
BALANCED SCORE CARD

SAFER AND HEALTHIER ABORIGINAL COMMUNITIES (I.8)

"K" Division will support initiatives in education, health, employment, cultural development and conflict prevention and resolution

Initiatives	Measures	Targets	Results
- Detachment Commanders serving Aboriginal (Metis and First Nations) communities will establish a plan, developed in conjunction with the community, on how to decrease the crime rate, with a focus on the number one issue	- percentage of Detachments serving Aboriginal (Metis, First Nations) communities which have established a plan to decrease the crime rate	- 100% compliance by March 1, 2004	71% developing a plan
- all identified members receive Aboriginal Perceptions training	- number of members receiving Aboriginal Perceptions training	- 26 members for "K" Division	12
- ascertain the number/level/rank of positions funded and staffed under the Aboriginal Policing Services Line by 2003-09-30	- number/level/rank of positions funded and appropriately staffed within Aboriginal Police Service Line	- service line snapshot completed by 2004-03-31	completed
- delivery of standardized youth programs to Aboriginal communities	- number of youth programs delivered to Aboriginal communities	- 100% implementation in all Aboriginal communities	74%
- enhancement of Alberta Cadet Development/ Summer Student Program	- number of candidates successfully completed Aboriginal Cadet Development (ACD) program	- 10% increase in Aboriginal recruiting	new program implimented 25 students
- expand the role of the Commanding Officer's Aboriginal Advisory Committee	- number of Aboriginal Elders participating in cross cultural, conflict resolution	- increased participation of Aboriginal Elders in cross cultural training, conflict resolution	100%
- RCMP/Solicitor General representative to meet with Public Security and Criminal Justice Divisions at least three times/year to discuss and resolve issues	- First Nations Police Services meet disclosure and court reporting standards	- Number of meetings held - Feedback from Public Security and the Criminal Justice Divisions on satisfaction with support and assistance to First Nations Police Services	28 positive and ongoing
MOU regarding transfer of policing services to be approved / implemented	- Support for developmental First Nations Police Services in Alberta	- Feedback from Public Security and the Criminal Justice Divisions	positive and will carry over to 2004/2005
- active participation with Alberta, Canada, First Nations communities in development of First Nations policing options, Community Tripartite Agreements	- # of new policing options, Community Tripartite Agreements (CTA's) recommended/ implemented - Feedback from the Public Security Division on RCMP participation in this process	- 3 new CTAs established by March 31, 2005	ongoing

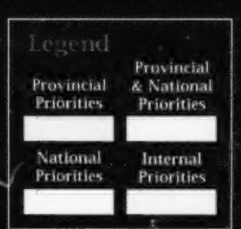
Aboriginal Policing Perceptions training goals fell short (12), however, the 2004/2005 target is more aggressive, with projections of 240 to 280 members. Aboriginal recruiting enjoyed 14 successful applicants through the Aboriginal Cadet Development Program, with 6 having entered the RCMP Academy at Regina. Criteria for the summer student program enabled other visible minorities to participate in 2003, and overall the 25 students made the program a tremendous success. We will strive to ensure we meet Aboriginal recruiting goals through the identification of potential applicants. Dialogue continues on supporting First Nations Police Services in Alberta, with assistance, such as Managerial Reviews, being provided by the RCMP. Ongoing discussions continue on CTA's, with a target of 3 by March 31st, 2005. We will continue to focus new and existing resources to meet these challenges.



CONTRIBUTE TO THE DEVELOPMENT OF PUBLIC POLICY (I.9)

"K" Division will provide input to emerging public policy in areas of public security within Alberta

Initiatives	Measures	Targets	Results
INCREASED EFFICIENCIES IN CRIMINAL JUSTICE SYSTEM			
- expanding roles with Alberta Sol. Gen, Alberta Justice re: Youth Criminal Justice Act, Police Act Review, Implementation of Approved Policing Standards Implementation Plan	- number of Federal and Provincial committees with RCMP participation (Alberta SolGen, Alberta Justice, AACP) - outline detailing the minimum requirements needed to satisfy the Alberta Policing Standards	- CO/COO participation in 6 federal/provincial committees - implement approved Alberta Police Standards Implementation Plan	8 plan developed
- participation on Standing Committee on Prosecution and Enforcement (SCOPE) and the Chiefs of Police and Chief Crown Prosecutors Committee to develop standards, ensure timely production of court packages	- # of recommendations of SCOPE sub-groups implemented	- established standards, improved case management techniques implemented by March 31, 2004	1 standard implemented
- participation in rollout of Early Case Resolution to provincial jurisdiction	- number of detachments practising Early Case Resolution (ECR) process	- ECR processes implemented in partnership with Crown Counsel at 25% of Provincial Detachments by March 31, 2004	97%



The Commanding Officer, or Criminal Operations Officer, participated in meetings with Solicitor General, Provincial Standards, Early Case Resolution, Video Conferencing, Alberta Association of Chiefs of Police, Criminal Intelligence Service of Alberta, and Department of Justice, as well as Canadian Association of Chiefs of Police Crime Prevention Committee and the Criminal Intelligence Service of Canada (Tier I). These 8 committees enabled proactive participation in matters affecting policing in Alberta, as well as addressing national concerns in which Alberta has a serious interest. "K" Division was instrumental in advancing the *Methamphetamine Strategy* with Minister Forsyth. To date, the Provincial Court Brief Standard was adopted as a result of SCOPE participation, and ongoing participation in 2004/2005 will result in development of additional Provincial standards.

ENHANCE DATA AND INFORMATION INTEGRITY (I.10)

"K" Division will improve accuracy of information collected

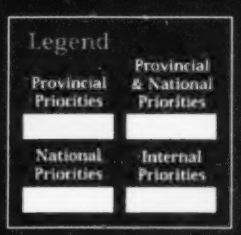
Initiatives	Measures	Targets	Results
IMPROVED DATA ACCURACY			
- Coordinate training/ consistent application of scoring methodology	- Operational Statistical Reporting (OSR) & Police Information Retrieval System (PIRS) error rates	- reduce PIRS error rates by 10%, OSR by 5% from the 2002 error rates	+3%
- in consultation with Community and Contract Aboriginal Policing Services (CCAPS) identify 10 best/10worst units in Division	(Division OSR error rates currently 46%; PIRS currently 76.28%; national OSR error rate 47%, national PIRS 74%)	- Reduce overall Z003, Z004, Z005 error rates from 43% to 10%	+4%
- manage to acceptable standards though training/mandatory adherence		Z001: 7.79 Z003: 8.67 Z004: 27.84 Z005: 8.3	Z001: 8.16 Z003: 5.58 Z004: 13.97 Z005: 1.45

Error rates from 7 Detachment audits indicate a 2003/2004 average of 48.99% for OSR and 80.6% for PIRS.

Z003, Z004 and Z005 are error module reports. The results in these areas are as follows:

- **Z001 rate of 8.16, yet to meet target of 7.79.**
- **Z003 rate of 5.58, surpassed target of 8.67**
- **Z004 rate of 13.97, surpassed target of 27.84**
- **Z005 rate of 1.45, surpassed target of 8.30**

Data integrity and error frequency will continue to be addressed and monitored throughout 2004/2005.



SOUND AND RIGOROUS STEWARDSHIP OF RCMP RESOURCES (I.11)

"K" Division will ensure all employees clearly understand the priorities, objectives and goals of the Force. Through Risk Assessment, Management/ Program Reviews, Individual Performance Management and the Balanced Scorecard Tool, "K" Division will ensure alignment of our activities against our strategic priorities

Initiatives	Measures	Targets	Results
- enhance integrity/ compliance of Unit Level Quality Assurance (ULQA)	- # of Detachments/ units with effective Unit Level Quality Assurance (ULQA) process	- full compliance with Unit Level Quality Assurance (ULQA) process at all units/ Detachments annually	93%
- standardize Risk Assessment and Managerial Review processes consistent with national/ regional reviews - training to Commanders and Advisory Personnel	- Risk Assessment (RA) and Managerial Review (MR) process revisions	- by Sept. 30, 2003	completed
- increase managerial capacity in Districts/ Criminal Operations as per District Review recommendations	- # of Detachments/ units identified for comprehensive risk assessment process; number completed	- 100% compliance with annual Risk Assessment process	93%
- ensure integrity of complete all RA and MR processes in "K" Division	- number of Managerial Reviews identified; number completed	- 100% identified MR's completed	200%
- restore integrity of Annual Performance Evaluation Rating Report for all members	- % completion rate annually per detachment	- 100% compliance at all detachments/units	80%

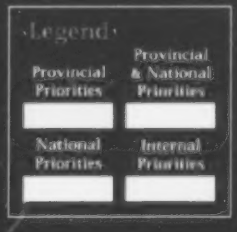
The Managerial Review process was revised to incorporate scheduled MR's on a 3 year rotational basis, to facilitate personnel development. The standardization of MR and RA processes continues, with a complete review of the Review Guides carrying into 2004/2005. Existing gaps were found primarily with plainclothes units. A total of 15 Managerial Reviews were targeted in the Division, and 30 actual MR's were completed, in effect exceeding the goal by 100%. The target of 100% compliance for all annual Performance Evaluations was not met (approximately 80%) and will be carried over into 2004/2005 and monitored.

STRATEGICALLY ALLOCATE RESOURCES (I.12)

"K" Division will demonstrate a valued return on investment through responsible management of the resources entrusted to us

Initiatives	Measures	Targets	Results
- financial management, assessment of budget allocation, accuracy in forecasts and spending	- percentage of managers operating within Division budgets	- service lines receive appropriate allocations and 100% spend to reference levels	all overages resovled by District contingencies
- A-Base review of resources in support of Division Alignment project	- reallocation of resources consistent with A-Base Review.	- review, reallocation completed by Sept 30, 2003	review completed
- shift scheduling review to ensure optimized use of resources	- # of Detachments/ units with completed Human Resource Workload study, optimized shift schedules	- review completed by Sept 1, 2003; 100% Personnel Deployment Model study in support of any extended shifts	review completed
- optimize scheduling of members on known & foreseeable activities in performance of Protective/VIP duties to reduce overtime costs	- percentage of members rescheduled for Protective/VIP duties	- 80% of resource requirements rescheduled	64% rescheduled

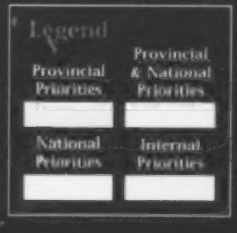
The A Base Review was completed and presented to the Division Executive Committee in November 2003. All provincial resources are fully deployed and discussions will continue with the Minister on additional resources. 93% of all Detachments/units completed a resourcing review to determine suitability of extended shifts. These reviews are now being examined at Division HQ to assess individual merit/suitability of extended shifts on a case-by-case basis. Efforts to reschedule for Protective/VIP will continue, however, requires sufficient advance notice



ENHANCE WORKPLACE WELLNESS (L.1)

"K" Division will foster a healthyand safe work environment

Initiatives	Measures	Targets	Results
- etiology of Off Duty Sick (ODS) time	- determination of acceptable industrial Off Duty Sick (ODS) standards	- by March 31, 2004	developed
- manage short and long term ODS, to optimize resource levels - maintain validity of ODS category	- number of members ODS on monthly basis	- maintain current ODS rate of 2% or better in the Division	2.7%



The determination of acceptable sick time standards was developed through the monthly work of the Health Review Committee; individualized assessments, treatments and independent medical examinations contributed to the analyses that remain ongoing.

The final reporting period for 2003 indicated an ODS rate of 2.7%. At fiscal year end, this included 61 members on the medical collator; 20 members off duty sick awaiting prognosis; and 16 members in discharge procedures.

The Health Services Officer has worked diligently to establish return-to-work strategies at the earliest possible opportunity. As of March 31st, 2003, we have 25 members on *modified duties*, with occupational restrictions, 19 of whom contribute a full workweek to the Detachment operations.

ENSURE CONTINOUS LEARNING AND DEVELOPMENT (L.2)

"K" Division will promote continuous learning, and ensure training and development of employees, consistent with the principle of "right person, right place, right competencies at the right time

Initiatives	Measures	Targets	Results
TRAINING AND DEVELOPMENT			
- Develop Strategic Division Training Plan, ensuring all developmental training is in support of strategic priorities	- Total training provided: 1) % mandatory recertification 2) % developmental in support of strategic priorities	- annually by Sept. 30; optimize developmental training	1) 60% of courses for recertification 2) 60% of costs to developmental courses
- Promote post-secondary, external training (A250 program) to all categories of employees	- A250 training utilized	- 180 A-250's	232
- support training initiatives (HQ driven) with respect to: - Pipeline/Convoy/ - Jetway Program initiatives for 2003/04 - First Responder Preparedness Public Security and Anti Terrorism (PSAT) initiative - Emergency Management Initiative - Emergency Response Team (ERT)-Aircraft Intervention Program PSAT Initiative	- number of members trained	- training of members - # as identified by Community, Contract and Aboriginal Policing Services	1000 +

Courses continued for Intoxilyzer upgrading, Detachment Commanders, and a range of courses meeting other operational needs. In addition, the goal of 180 outside training courses through the A-250 program was exceeded through a final total of 232 approvals. This year a '*learning plan*' was required to accompany all requests, to indicate how the proposed courses offer benefits to the member and the organization.

One course was offered in Pipeline/Convoy/Jetway, with 33 members trained. Under the PSAT initiative, 957 members were trained in First Responder Preparedness. As well, the Division target was met for the Emergency Management Initiative. The Aircraft Intervention Program Initiative for Emergency Response Teams enjoyed media coverage of an airside hostage simulation and intervention. Equipment and training upgrades are expected to continue.

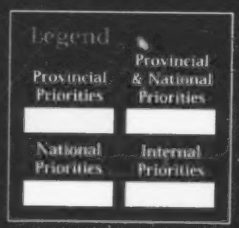
Legend

Provincial Priorities	Provincial & National Priorities
National Priorities	Internal Priorities

LEADERSHIP DEVELOPMENT (L.3)

"K" Division will develop future leaders through early identification, ongoing training, coaching, and mentoring

Initiatives	Measures	Targets	Results
- restore capacity of District management teams	- staffing levels of District Management Teams	- 100% capacity at District level by Sept 30, 2003; maintain priority staffing of District Advisory NCO's thereafter	100%
- promote, implement active mentor ship program	- number of new detachment/unit commanders(NCO and Officer in Charge) with formal mentor	- 100% of new Detachment / Unit Commanders will have mentors	83%
- development of all employees, regardless of category, rank, or service	- number of Officer Candidate Development Program (OCDP) and Senior Executive Development Program (SEDP)candidates (18 OCDP; 2 SEDP in	- 25% increase in Development Program (OCDP) and Senior Executive Development Program (SEDP) over 2002 candidates	38% increase



The targets for identifying potential Officer Candidates were exceeded, with 25 members entering the 03/04 cycle; six have advanced to the interview stage. The target of 3 SEDP candidates was nearly met, with 2 members identified. The continued renewal of senior management is key to maintaining continuity in an organization of excellence.

OPTIMIZE ENABLING TECHNOLOGY, SYSTEMS AND EQUIPMENT (L.4)

"K" Division will support and enable service delivery by providing employees with necessary technology, equipment, systems and technical support

Initiatives	Measures	Targets	Results
I.T./PROVINCIAL COMMUNICATION			
- strategic planning process for acquisition, implementation, evergreening of technological and operational equipment	- Percentage of ever-greening targets met	- Implementation of a strategic pressures list annually, by March 31	**list prepared**
	- Acquisition plan developed	- by March 31 annually	**developed**
- collaboration with Province on Province-wide communications system	- progress report on planning process with Alberta Solicitor General	- radio system replacement by 2008	**ongoing**

The strategic pressures list was developed on time, by March 31st, in order to manage information technology, hardware needs and assign priorities. The acquisition plan was developed in order to enable volume discount purchases and major 'buys' of high technology infrastructure and supporting equipment. Although the RCMP is not a partner in the Alberta's provincial communications network, we continue to assist in its progress. The radio replacement plan has moved forward, with a joint committee now established and a dedicated project manager in place.

Legend

Provincial Priorities	Provincial & National Priorities
National Priorities	Internal Priorities

Business Line Resource Inputs
Contract Policing
($ in thousands)

2003-04	PPSA Cap	Actual Expenditures Direct	Indirect	Total	Actual FTE's ultilized	cost per FTE
PPSA-Provincial	100,587	79,996	20,197	100,193	1,037	96.6
PPSA-Enhanced	2,813	2,301	500	2,802	29	96.6
PPSA-match. Federal	44,314	35,270	8,870	44,141	1,066	41.4
Total PPSA	**147,714**	**117,568**	**29,568**	**147,136**	**1,066**	**138.0**

2002-03	PPSA Cap	Actual Expenditures Direct	Indirect	Total	Actual FTE's ultilized	cost per FTE
PPSA-Provincial	96,458	77,423	18,404	95,827	1,014	94.5
PPSA-Enhanced	2,473	2,037	420	2,457	26	94.5
PPSA-match. Federal	42,399	34,054	8,067	42,122	1,040	40.5
Total PPSA	**141,330**	**113,514**	**26,891**	**140,406**	**1,040**	**135.0**

		Actual Expenditures Direct	Indirect	Total	Actual FTE's ultilized	cost per FTE*
First Nations ACCP provincial 54%	2,326	1,692	484	2,175	41.00	53.2
First Nations FNCPS provincial 48%	101	77	24	101	1.52	66.3
Total First Nations	**2,427**	**1,769**	**507**	**2,276**	**42.00**	**120.0**

Actual Spending: Municipal 64,295

*NOTE: A portion of First Nations policing costs are supported by the Provincial Police Service Agreement.

First Nations FNCPS started 2003-2004

Business Line Resource Inputs
Federal Policing

Financial Resources 2002/2003
(Total Gross Expenditures)

	Federal	G8 (planning)	Total
Planned Spending	$23,755,174	$26,870,192	$50,625,366
Actual Spending	$18,294,118	$24,880,117	$43,174,235

Human Resources

Actual FTE's utilized	256	68	324

Financial Resources 2003/2004
(Total Gross Expenditures)

	Federal	NPS	Protective	Total
Planned Spending	$20,131,322	$4,763,163	$879,431	$25,773,916
Actual Spending	$19,332,695	$5,709,193	$663,226	$25,705,114

Human Resources

Actual FTE's utilized	183.92	63.3	4.82	252.04

Business Line Resource Inputs
Internal

Financial Resources 2002/2003
(Total Gross Expenditures)

Annual Budget $11,648,191

Actual Spending..... $10,677,924

Human Resources
Actual FTE's utilized..... 18

Financial Resources 2003/2004
(Total Gross Expenditures): *in thousands*

Annual Budget $5,525

Actual Spending..... $5,556

Human Resources
Actual FTE's utilized..... 22.77

Overall Statistics

ACTUAL OFFENCES REPORTED

	2002	2003	%Change
CRIMINAL CODE			
HOMICIDE	27	40	48.1
ATTEMPTED HOMICIDE	33	29	-12.1
ROBBERY	386	406	5.2
ASSAULTS	17768	18518	4.2
TOTAL CHARGES	**18214**	**18993**	**4.3**
B & E	11462	13520	18.0
THEFT MOTOR VEHICLE	6434	7791	21.1
THEFT OVER $5000	812	968	19.2
THEFT UNDER $5000	32878	37744	14.8
POSSESS PROPERTY	2743	3460	26.1
FRAUDS	6452	7039	9.1
TOTAL PROPERTY	**60781**	**70522**	**16.0**
TOTAL OTHER CRIMINAL CODE	**82536**	**92448**	**12.0**
TOTAL CRIMINAL CODE	**161531**	**181963**	**12.6**
DRUGS	6540	7269	11.1
TOTAL FEDERAL	**16464**	**13940**	**-15.3**
TOTAL PROVINCIAL	**60416**	**61654**	**2.0**
TOTAL MUNICIPAL	**28120**	**25903**	**-7.9**
TRAFFIC			
FATAL MV COLLISION	273	270	-1.1
INJURY MV COLLISION	6407	6456	0.8
REPORTABLE PROPERTY DAMAGE	40595	38602	-4.9
TOTAL MV COLLISIONS	**47275**	**45328**	**-4.1**
OTHER MOVING TRAFFIC	280168	262266	-6.4
OTHER NONMOVING TRAFFIC	32070	34070	-6.2
TOTAL PROVINCIAL TRAFFIC	**312238**	**296336**	**-5.1**
ROADSIDE SUSPENSIONS	5591	4741	-15.2
TOTAL OTHER CC TRAFFIC	3007	2893	-3.8
IMPAIRED OPERATION MV	8724	8837	1.3
DRIVE MV OVER 80 MG	4465	4207	-5.8
TOTAL CRIMINAL CODE TRAFFIC	**16196**	**15937**	**-1.6**

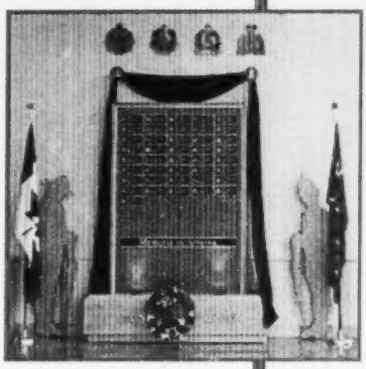
ACTUAL OFFENCES REPORTED

	2002	2003	%Change
CRIMINAL CODE			
HOMICIDE	6	13	117
ATTEMPTED HOMICIDE	2	8	300
ROBBERY	286	316	10
ASSAULTS	9135	9788	7
TOTAL CHARGED	**9429**	**10125**	**7**
B & E	5349	7234	35
THEFT MOTOR VEHICLE	3515	4464	27
THEFT OVER $5000	384	507	32
THEFT UNDER $5000	22758	27707	22
POSSESS PROPERTY	1467	2018	38
FRAUDS	4703	5306	13
TOTAL PROPERTY	**38176**	**47236**	**24**
TOTAL OTHER CRIMINAL CODE	**48560**	**57045**	**17**
TOTAL CRIMINAL CODE	**96264**	**114510**	**19**
DRUGS	3995	4539	14
TOTAL FEDERAL	**6087**	**6330**	**4**
TOTAL PROVINCIAL	**37814**	**38830**	**3**
TOTAL MUNICIPAL	**25948**	**22958**	**-12**
TRAFFIC			
FATAL MV COLLISION	24	15	-38
INJURY MV COLLISION	2400	2277	-5
REPORTABLE PROPERTY DAMAGE	16339	15548	-5
TOTAL MV COLLISIONS	**18763**	**17840**	**-5**
OTHER MOVING TRAFFIC	149868	143333	-4
OTHER NONMOVING TRAFFIC	15640	16881	8
TOTAL PROVINCIAL TRAFFIC	**165508**	**160214**	**-3**
ROADSIDE SUSPENSIONS	3278	3091	-6
TOTAL OTHER TRAFFIC	1134	1179	4
IMPAIRED OPERATION MV	3938	4053	3
DRIVE MV OVER 80 MG	2287	2136	-7
TOTAL CRIMINAL CODE TRAFFIC	**7359**	**7308**	**-1**

ACTUAL OFFENCES REPORTED

	2002	2003	%Change
CRIMINAL CODE			
HOMICIDE	21	26	24
ATTEMPTED HOMICIDE	31	21	-32
ROBBERY	99	90	-9
ASSAULTS	8623	8724	1
TOTAL CHARGED	**8774**	**8861**	**1**
B & E	6111	6286	3
THEFT MOTOR VEHICLE	2911	3323	14
THEFT OVER $5000	422	455	8
THEFT UNDER $5000	10116	10027	-1
POSSESS PROPERTY	1234	1376	12
FRAUDS	1657	1624	-2
TOTAL PROPERTY	**22451**	**23091**	**3**
TOTAL OTHER CRIMINAL CODE	**33836**	**35251**	**4**
TOTAL CRIMINAL CODE	**65189**	**67309**	**3**
DRUGS	2382	2451	3
TOTAL FEDERAL	**9650**	**7051**	**-27**
TOTAL PROVINCIAL	**22580**	**22801**	**1**
TOTAL MUNICIPAL	**2172**	**2945**	**36**
TRAFFIC			
FATAL MV COLLISION	249	255	2
INJURY MV COLLISION	4007	4180	4
REPORTABLE PROPERTY DAMAGE	23056	22458	-3
TOTAL MV COLLISIONS	**27312**	**26893**	**-2**
OTHER MOVING TRAFFIC	136534	121192	-11
OTHER NONMOVING TRAFFIC	16399	17174	5
TOTAL PROVINCIAL TRAFFIC	**152933**	**138366**	**-10**
ROADSIDE SUSPENSIONS	1926	1790	-7
TOTAL OTHER CC TRAFFIC	1893	1773	-6
IMPAIRED OPERATION MV	4783	4782	0
DRIVE MV OVER 80 MG	2170	2070	-5
TOTAL CRIMINAL CODE TRAFFIC	**8825**	**8625**	**-2**

Wall Of Honour



The Wall of Honor was established by the "K" Division Veterans Association, in conjunction with the March West Committee, as a means of honorary members of the RCMP who have fallen in the line of duty within the province of Alberta. The Wall, which is situated in the "K" Division front lobby, now displays 43 names of fallen comrades. Alongside the Wall is a computer containing a biography of each member listed on the Wall. During 2003, two names were added to the list: Constable J.L.G. (Ghislain) Maurice and Corporal J.W.G. (James) Galloway.

Constable J.L.G. Maurice, Regimental Number 40876, joined the RCMP on March 6, 1989. After graduating from the RCMP Training Academy, he was posted to "K" Division and served at Evansburg and Cardston Detachments. Constable Maurice volunteered to serve with UNCIVPOL and served a six-month tour in Haiti ending in 1997. Constable Maurice was transferred to Sherwood Park Detachment in June of 2000. Cst. Maurice died in an on-duty police car accident near Sherwood Park on June 10, 2003.

Corporal J.W.G. Galloway, Regimental Number 27332, joined the RCMP on May 6, 1969. After completing 'Depot' training, he was posted to the Governor General's Troop, Protective Services, in Ottawa. He later served at Elbow and Swift Current Detachments in Saskatchewan. In December 1975, Corporal Galloway was excepted into the police Service Dog Section. He served in this capacity at the Dorval Quebec, Airport prior to his promotional transfer to "K" Division in 1977. Corporal Galloway continued in "K" Division for over 26 years as a dog handler, providing exemplary service with his leadership, tenacity, strong work ethic and outstanding dedication. Corporal Galloway was also a member of Edmonton's Emergency Response Team since his arrival in Alberta. On February 28th, 2004, Corporal Galloway was shot and killed during an ERT deployment involving a barricaded male at Spruce Grove, Alberta. This tragic event sadly brought an end to a "K" Division legend, and Corporal J.W.G. (Jim) Galloway.

Cpl. J.W.G. Galloway

Cst. J.L.G. Maurice

ACKNOWLEDGEMENTS

RCMP "K" Division Year in Review 2003

is the annual report on "K" Division operations in Alberta. This report provides an overview and high-lights of Division operations and accomplishments.

The RCMP of "K" Division are very grateful for the support we receive from the communities we serve.

The "K" Division annual report is published by Client Services Section, "K" Division, North West Region. Any questions or suggestions regarding the content of this publication should be directed to:

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Researched by Client Services and
Media and Communication Services

Graphic Design and Layout by Forensic Graphics Unit
Printing by the K Division Printshop

A special thanks to all of the employees of "K" Division for their contributions and input.

Photos contributed by employees of the RCMP unless otherwise credited.

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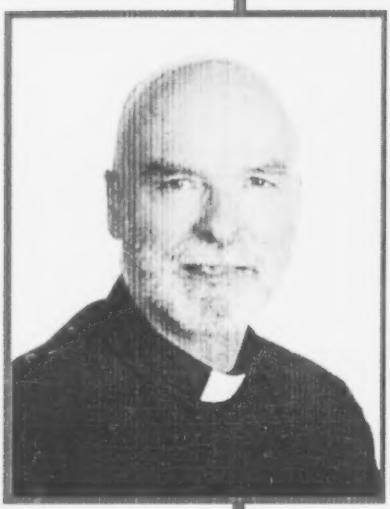
July 2004

RCMP CHAPLAINCY PROGRAM



Reverend Bob Harper

Chaplaincy has been associated with the RCMP since the March West. Traditionally, there have been four honorary chaplains for the Force, two in Ottawa and two in Regina. Most serve in the capacity of Volunteer Chaplain, and have assisted during major events such as the SwissAir Disaster, the Summit of the Americas, the G8 Summit, and the aftermath of September 11th, 2001. Volunteer Chaplains receive no remuneration other than expenses for travel to attend training seminars or routine travel from their Detachment area. Our Chaplains are highly committed to their work.

In "K" Division, the Chaplaincy program, consisting of a full-time Coordinator and 20 Volunteer Chaplains, works closely with the Member and Employee Assistance Program Coordinator to provide quality care and assistance to our employees. Chaplains provide peer support, spiritual guidance, crisis intervention skills, nonjudgmental listening skills, pastoral care, and are coaches and mentors to employees of the RCMP. They are attentive to the moral and ethical situations and dilemmas in policing and act as a sounding board and counselor to the membership in these issues. The Chaplain relates spiritually to people of all faiths and religions, as a part of the police community, moving through life's experiences.

Our new Chaplain Coordinator, Reverend R.A. (Bob) Harper, arrives with a good deal of experience. He has been an Ordained Minister in the United Church of Canada for 30 years, and Chaplain Harper has been an RCMP Chaplain for seventeen years, beginning in Fort McMurray as a Volunteer. He now enjoys a full-time position and an office in our "K" Division Headquarters building. Chaplain Harper has received certification from the Canadian Police Chaplain Association and the International Conference of Police Chaplains. His availability, warm smile and open nature serve him well in the role of Chaplain Coordinator. Chaplain Harper enjoys the confidence of our members, working in a collaborative and collegial manner, be that a friendly chat or dealing with times of crisis and conflict.

"Loitering with intent" is an integral part of the Chaplain's role. His presence helps connect people to their wholeness that heals and gives renewed life.

God does not faint or grow weary; his understanding is unsearchable. He gives power to the faint and strengthens the powerless. Even youths will faint and be weary, and the young will fall exhausted; but those who wait for the Lord shall renew their strength, they shall mount up with wings like eagles, they shall run and not be weary, they shall walk and not faint.

Isaiah: 28-31